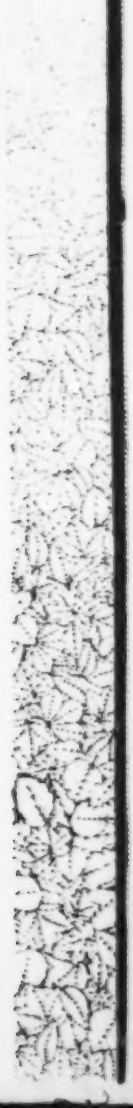
Alberta Tourism

1988-1989 Annual Report



90-04734/

Alberta
MINISTER OF TOURISM

Office of the Minister

424 Legislature, Edmonton, Alberta, Canada T5K 2B6

(403) 427-3162

The Honourable Dr. David J. Carter
Speaker of the Legislative Assembly of Alberta
325 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Dr. Carter:

I have the honour to submit the Annual Report of the Department of Tourism for the year ending March 31, 1989.

Respectfully submitted,

D. H. Sparrow

Don Sparrow
Minister of Tourism

Alberta
TOURISM

Office of the Deputy Minister

6th Floor, CityCentre, 10155 - 102 Street, Edmonton, Alberta, Canada T5J 4L6

(403) 427-4368

The Honourable Don Sparrow
Minister of Tourism
424 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

I have the honour to submit a report covering activities of the Department of Tourism for the fiscal year ending March 31, 1989, as required under section 35.1 of the Legislative Assembly Act.

Respectfully submitted,

Bernard F. Campbell
Deputy Minister
Department of Tourism

Table of Contents

Message from the Minister 4

Executives of the Department 5

Corporate Development Division 6
Human Resources Branch 7
Corporate Communications Branch 7
Strategic Planning Branch 8
Finance and Administration Branch 9

Planning Division 10
Destination Planning Branch 11
Community Services Branch 12
Canada/Alberta Tourism Agreement 13

Industry and Business Development Division 14
Business Development Branch 15
Community Tourism Action Program 15
Industry Services Branch 16

Marketing Division 17
Marketing Planning Branch 18
Advertising Branch 19
Sales and Promotion Branch 19
Meetings Marketing/International Liaison Branch 21
Opportunity Marketing Branch 24
Vacation Planning Branch 24
Public Relations Branch 25

Office of the Commissioner General for Trade and Tourism 26

Alberta Tourism Education Council 27

Appendix 28
Organizational Chart 29
Statement of Expenditures 30

Message from the Minister

During the 1988-89 fiscal year, Alberta Tourism moved ahead in a new direction to more effectively meet its mandate for helping build a stronger tourism industry which significantly contributes to the province's economy.

Greater emphasis is being placed on strengthening Alberta's tourism trade as part of the provincial government's economic diversification strategy. Tourism currently injects about $2.5 billion annually into our economy and is expected to be the world's leading industry by the turn of the century.

To stimulate additional growth of Alberta's tourism industry, the Department shifted its focus. While promotion of the province's tourism assets continues to be an important facet of Alberta Tourism, more emphasis is being placed on developing products and services with the private sector.

This new strategy accounts for a major transformation initiated within the Department. By the end of the fiscal year, the framework was in place for a refined structure which will enable Alberta Tourism to better meet the challenges of the upcoming decade.

Throughout 1988-89, the Department worked in partnership with industry and communities across the province to promote and increase tourism opportunities. Private sector development and marketing activities increased as entrepreneurs took advantage of Alberta Tourism initiatives including the Team Tourism Marketing Program and Community Tourism Action Program.

I commend our staff for successfully carrying out all Alberta Tourism operations during this year of change. Continued teamwork will ensure the province's tourism industry prospers, positively impacting Alberta's economy.

D. H. Sparrow

Don Sparrow
Minister of Tourism

Executives of the Department

Minister	Honourable Don Sparrow
Deputy Minister	Bernard F. Campbell
Corporate Development Division	
Executive Director	Peter Crerar
Director, Human Resources	Neil Murray
Director, Corporate Communications	Kathie Konarzewski
Director, Strategic Planning	Neil Taylor
Director, Finance and Administration	Bob Turner
Planning Division	
Executive Director	William Warren
Director, Destination Planning	Louise McGillivray
Director, Community Services	Don Syrnyk
Director, Canada/Alberta Tourism Agreement	Marty Slater
Industry and Business Development Division	
Executive Director	Jim Engel
Director, Business Development	Bruce Wilson
Manager, Community Tourism Action Program	Mary-Jo Romaniuk
Acting Director, Industry Services	Darlene Squires
Marketing Division	
Executive Director	John Zylstra
Director, Marketing Planning	Barry Salter
Director, Advertising	Vacant
Director, Sales and Promotion	Don Smithson
Director, Meetings Marketing/ International Liaison	Doug Lane
Director, Opportunity Marketing	Ken Sears
Director, Vacation Planning	Gerrit Halbersma
Acting Director, Public Relations	Paul Leeder
Commissioner General for Trade and Tourism	Horst Schmid
Alberta Tourism Education Council	
Chairman	Stockwell Day, MLA Red Deer-North
Executive Director	Susan Dowler

Corporate Development Division

The Corporate Development Division's role is to lead in positioning, communicating and managing a corporate framework from which Alberta's tourism industry can strategically plan for economic growth.

The Division is divided into four branches:

- Human Resources Branch
- Corporate Communications Branch
- Strategic Planning Branch
- Finance and Administration Branch

Human Resources Branch

Formerly known as Personnel Services, this Branch was renamed to reflect its expanded mandate. A new Human Resources director was appointed October 1988 to the Branch.

The Branch is responsible for providing corporate planning and co-ordinating management of the Department's human resources. Services including policy development and administration, staffing, classification and pay, performance management and appraisal, employee relations, occupational health and safety and staff development are also provided.

The Branch plans to focus on human resource planning through integrating a human resource forecasting and development process with the Department's strategic planning process. Emphasis will also be placed on assisting employees with career plans and helping the Department develop a structure consistent with corporate values and directions.

As of March 31, 1989, a total of 118 permanent full-time positions existed within the Department.

Corporate Communications Branch

The Corporate Communications Branch was established towards the end of the fiscal year, as an inherent part of the Department's transformation.

The role of the Branch is to develop and implement a communications strategy which challenges Alberta Tourism's various publics to become partners in developing a competitive tourism industry that significantly contributes to the province's economic growth.

In March 1989, a Branch director was hired. During this period, staff were responsible for preparing news releases, speeches, ministerial briefing material and providing other communications services as required.

The Branch was created when the Department's general Communications Branch was split into two areas designed to provide services to specific divisions within the Department. Prior to this re-organization, staff participated in all aspects of communications. Activities included preparation of news releases, feature stories and speeches, along with co-ordination of marketing and advertising campaigns. Additional duties included overseeing all print, graphic design and audio-visual requirements of the Department.

Strategic Planning Branch

The Strategic Planning Branch was established in 1988-89 as a component of the Department's transformation scheme. Its purpose is to lead in the development and co-ordination of corporate strategy, policy development and research. Activities undertaken in the Branch are targeted at establishing policies, programs and services at all levels of government to enhance the long-term economic potential of tourism in Alberta.

The Strategic Planning Branch evolved from the former Market Development Branch and is comprised of three Units:

- Policy and Strategy
- Forecasting and Economic Analysis
- Research and Evaluation

Policy and Strategy Unit

The Policy and Strategy Unit's mandate is to establish policy related to a variety of tourism issues and to develop a strategic planning process for setting long-term departmental goals, objectives and priorities.

During the fiscal year, policy-related activities covered a wide variety of sectors including transportation, land development, investment and intergovernmental cooperation.

Forecasting and Economic Analysis Unit

This Unit identifies and analyzes a variety of political, economic and social trends impacting upon Alberta's tourism industry. To assist in this analysis, the Unit developed an Economic Impact Model capable of assessing the effect changing economic and visitor patterns will have on the province and its tourist zones. This analysis is applied in forecasting the future performance of Alberta's tourism industry.

Research and Evaluation Unit

During 1988-89, the Unit was responsible for undertaking a variety of market and product research for the Department. It also continued to develop a tourism data base available to the public and private sectors. As part of this commitment, the Unit published issues of Alberta Tourism Pulse and Hotline which are distributed monthly to industry partners.

The Unit also participated in evaluating assorted departmental programs including the "Take an Alberta Break" and "Alberta, in all her majesty" marketing campaigns.

Finance and Administration Branch

The Finance and Administration Branch co-ordinates and enhances the corporate management of the Department's financial information systems and administrative resources through the provision of planning and support services.

Activities are carried out through the following sections:

- Financial Services
- Systems and Computing
- Administrative Services
- Library

Financial Services

Financial Services is responsible for Department budget preparation, monitoring and forecasting expenditures, processing invoices and expense claims, and co-ordinating and preparing contracts and grant agreements. It also conducts independent financial reviews of various Department programs.

Highlights of the 1988-89 fiscal year included the implementation of an in-house, on-line, department-wide financial information system. Department managers were trained to use this system to obtain timely information for budget preparation and expenditure monitoring.

Systems and Computing Services

Systems and Computing continued the expansion of the office automation network. An administration system to assist with budget preparation, financial forecasting and project control was developed and implemented. This section also assisted in the acquisition of computers for each of the Tourism Industry Association of Alberta (TIAALTA) zone offices and developed a system to monitor Team Tourism program financing.

Efficiency of the in-house network was improved by providing word processing on personal computers connected to the Department computer.

Administrative Services

Administrative Services provides a wide variety of support to all Department branches. These services include the Department mailroom, central distribution centre, purchasing and all aspects of accommodation.

The distribution centre handled 115,139 individual and 5,085 bulk requests for Alberta Tourism publications and promotional items.

Library

The library continued to plan, develop, implement and co-ordinate services and programs for Department staff, other provincial agencies and the public.

Major services included further development of a unique collection of tourism materials, the provision of information assistance and the operation of an inter-library loan system. Significant projects completed this fiscal year included development of a library orientation package for new employees and a procedures manual for on-line access to a computerized catalogue.

Planning Division

The Planning Division is responsible for identifying and assessing international, national, regional and community-based tourism opportunities which will strengthen and diversify Alberta's economy.

The Division works closely with private-sector entrepreneurs, municipal governments and not-for-profit groups in bringing tourism endeavors to reality. In addition, the Division deals with other departments and agencies to ensure their programs and regulations are conducive to tourism development.

Three branches are included in the Planning Division:

- Destination Planning Branch
- Community Services Branch
- Canada/Alberta Tourism Agreement

Destination Planning Branch

Previously known as Development Services, the Destination Planning Branch co-ordinates the identification, evaluation and facilitation of provincial, regional and site-specific tourism opportunities. The Branch has two principle program areas:

- Regional Planning Unit
- Facility Planning Unit

Regional Planning Unit

During the 1988-89 fiscal term, the Regional Planning Unit initiated a new planning program based on identifying and evaluating a series of key provincial and regional tourism generators throughout Alberta. This initiative resulted in the preparation of six Destination Resort Plans which inventory existing tourism attractions, identify potential opportunities and assess the economic impact of tourism developments within specific regions.

Plans were initiated for Cold Lake, Lesser Slave Lake, Dunvegan and the Drumheller Corridor. Wetaskiwin, which will house the Reynold's Alberta Museum, and Cardston, site of the Remington Carriage Collection Interpretive Centre, were also included in the destination planning process.

Additional Destination Resort Plans will be completed for other key regions during the 1989-90 fiscal year.

The Regional Planning Unit also continues to be very active in the Integrated Resource Planning (IRP) program, focusing on sub-regional plans for the Eastern Slopes areas of Coal Branch and David Thompson and the northeast areas of Cold Lake and Fort McMurray. As well, the Unit is concentrating on primary Rocky Mountain passageways such as the Bow Corridor and Crowsnest Pass.

In addition, the Unit has undertaken project management responsibilities for a wide range of studies associated with the Canada/Alberta Tourism Agreement. Subject matter includes the Beaverhill Lake Interpretive Centre, the David Thompson Mountain Sculpture Complex, the Tourism Destination Area (TDA) Program for the City of Edmonton and other individual projects which require evaluation and assessment of potential tourism opportunities.

The Regional Planning Unit continues to provide other government agencies with input pertaining to tourism-related issues. It has given recommendations concerning national parks development, preliminary disclosures and environmental assessments for major resource development and proposed plans or strategies which have tourism implications.

Using each of the above program areas as an information base, the Unit maintains a comprehensive list of tourism development opportunities. This is used to assist the government and its tourism partners in increasing tourism development in the province.

Facility Unit

The Facility Unit responded to private sector requests for assistance in determining market demand, feasibility and conceptual design for proposed new resorts and attractions in Alberta. Proposals included examining development of the Fort Saskatchewan Judicial Interpretive Centre and four-season resorts at Westcastle and Cold Lake.

The Unit provided hotel, motel, campground, country inn, fishing lodge and bed and breakfast operators with counselling services relating to facility development and expansion.

In addition, the Unit participated in the Crown lands lease/permit disposition process for proposed tourism projects. It also assisted with reviewing applications submitted under the "Facility and Product Development" program of the Canada/Alberta Tourism Agreement. Another area of responsibility involved arranging for directional signage for private and public-sector operated tourist attractions, services and facilities.

During the 1988-89 fiscal year, special projects of the Facility Unit included the following:

1. Development of conceptual designs for Family Vacation Destination Resorts, Youth Camps and Western Hospitality Centres or Do-Nut Tents.

2. A study of youth travel markets in Alberta.

3. In a co-operative effort with the Community Services Branch, the Unit developed, produced and distributed 11 new Tourism Development Network Bulletins dealing with: Country Vacations, Bed and Breakfast, Youth Travel Markets, Alberta Tourism Education Council, Tourism Themes and Beautification for Mainstreet Alberta, Recreational Cottage and Cabin Rentals, Minibus Service for Tourists, Tour Packaging/Wholesaling, Natural Areas Volunteer Steward Program, Twinning Opportunities for Alberta Municipalities, and Wildlife Tourism Opportunities in Alberta.

Community Services Branch

The Community Services Branch, created in 1988-89, assists in the preparation and implementation of community-based tourism strategies.

It is responsible for administering the Community Tourism Action Plan Program, which was officially launched in 1987. Through the use of Community Tourism Action Plan Manuals, communities identify assets, address concerns and develop goals and objectives to improve their local tourism industry.

The overall goal of the Branch is to build a solid tourism foundation in Alberta at the community and regional level. As assistance is given to communities, the local and regional tourism industry expands, increasing the overall provincial tourism base.

During the 1988-89 fiscal year, the Community Services Branch provided counselling to 320 of Alberta's 425 communities interested in improving tourism. Over the year, 69 communities completed Community Tourism Action Plans while another 113 actively moved ahead with new tourism strategies.

The Community Services Branch, along with the Facility Unit, is also responsible for producing and distributing literature focusing on tourism opportunities in the province. During the year, the Branch produced and distributed 16 Tourism Development Network Bulletins covering a variety of topics ranging from family vacation destination resorts to tour packaging and wholesaling. In addition, the Branch produced and distributed three issues of Communities on TAP, the Community Tourism Action Plan newsletter.

Canada/Alberta Tourism Agreement

On May 13, 1985, the Government of Canada and the Province of Alberta signed the unique, five-year Canada/Alberta Tourism Agreement. A total of $56.3 million is being provided by the two levels of government to stimulate private sector investment in the development and marketing of tourism resources in Alberta.

The primary objective of the Agreement is to enhance Alberta's stature as a major year-round national and international tourist destination. Incentives through the program are expected to improve the quality and competitiveness of Alberta's tourism industry, as well as raise employment levels, income and tourism expenditures. It is also anticipated that tourism's contribution to economic and social development in the province will be increased.

During this fiscal year, 87 new applications were approved under the Agreement totalling $9,596,034. Projects included expansion or upgrading of accommodation facilities, new marketing campaigns and tourist attraction developments.

Industry and Business Development Division

The Industry and Business Development Division was created to foster profitable tourism growth and investment. Its role is to also strengthen the professionalism, self-reliance and maturity of the tourism industry at large.

The Division is composed of three Branches:

- Business Development Branch
- Community Tourism Action Program
- Industry Services Branch

Business Development Branch

The Business Development Branch was initiated in November 1987 to provide one-window service to private sector and government agencies in facilitating fast-tracking tourism business projects.

Overwhelming response to the program resulted in Alberta Tourism opening, in early 1989, a regional Business Development office at Calgary. It allows the private sector greater access to services and programs offered through Alberta Tourism and other related government departments.

The Business Development Branch provides direct consultation and co-ordination in the areas of new tourism businesses, financing and investment in the province's tourism industry. Assistance is also offered to existing tourism business owners and operators to enhance profitability and long-term economic viability.

In the 12 months prior to March 31, 1989, private sector responded positively to the program through initiating approximately 150 new tourism business projects and proposals in Alberta.

Community Tourism Action Program

The Community Tourism Action Program provides funding for tourism-related capital development projects.

The program, which commenced March 1988, will provide $30 million over a five-year period to assist Alberta communities in developing their own unique tourist attractions and facilities.

Funding is available to private-sector individuals, not-for-profit groups and municipalities. Applicants may receive grants of up to 75 per cent of the eligible project costs. The applicant is required to provide cash equity for a minimum of 25 per cent of project costs. To become eligible for funding, municipalities must prepare and endorse Community Tourism Action Plans which help identify viable tourism resources.

During the 1988-89 fiscal year, approval was recommended for about $900,000 in grants for projects totalling $8.6 million.

Industry Services Branch

Industry Services Branch features three primary areas of activity:

- Industry Liaison and Awareness
- Support Programs
- Service Industry Training

Industry Liaison and Awareness

During the fiscal year, the Industry Liaison and Awareness Unit continued to serve as a main link between Alberta Tourism and private industry. Working closely with tourism operators, staff within the Unit mediated complaints received from the consumer and travel trade and developed programs to increase awareness of the economic and social contributions of tourism.

Support Programs

The Unit continues to administer the Travel Alberta Zone Assistance Program, which provides financial assistance for offices of the 14 tourism zones of the Tourism Industry Association of Alberta (TIAALTA). As well, the Unit administered the Senior Citizens Tourism Employment Grants Program which enables municipalities and community organizations to employ senior citizens for a variety of tourism-related zone projects.

The Unit was also responsible for the Travel Alberta Scholarship Program which provides 30 scholarships of $500 each to students enroled in post-secondary tourism/hospitality programs in Alberta.

Service Industry Training

Service Industry Training Unit promoted and held workshops in customer relations and travel information counsellor training. During 1988, 142 workshops were presented to a total of 3,658 front-line hospitality industry employees throughout the province.

Marketing Division

During the 1988-89 fiscal term, the Marketing Division continued to pursue activities in support of the Alberta Government's plan for regional economic diversification. The XV Winter Olympic Games held February 1988 in Calgary provided the Division with an unmatched opportunity to promote Alberta to the world.

In partnership with the private sector – and in keeping with the primary mandate of Alberta Tourism – the Division proactively assisted industry in making the most of tourism business opportunities through a full range of services including advertising, public and media relations, and sales promotions.

As part of the Department's transformation process, the Marketing Division was restructured to enable it to better position Alberta in the competitive world marketplace.

The Division is divided into seven Branches:

- Marketing Planning Branch
- Advertising Branch
- Sales and Promotion Branch
- Meetings Marketing/International Liaison Branch
- Opportunity Marketing Branch
- Vacation Planning Branch
- Public Relations Branch

Marketing Planning Branch

The need for development of an integrated marketing strategy for the Marketing Division resulted in formation of the Marketing Planning Branch. To ensure that a cohesive approach to strengthening the tourism industry occurred, Branch staff encouraged a co-ordinated marketing effort between Alberta Tourism and the private sector. A strategic direction for marketing activities was created, through analysis of relevant market product information.

Market Research and Analysis

This Unit identified, co-ordinated and interpreted market information to assist in the development of effective marketing programs.

Planning and Program Development

The Planning and Program Development Unit designed, implemented and evaluated a planning process to co-ordinate the strategic direction for marketing activities.

Joint Marketing Accords

Joint marketing accords were identified and programs developed to complement the Division's strategic direction.

Team Tourism

The Team Tourism Program is a joint government/private sector marketing program designed to help industry market tourism destinations on a regional basis through Alberta's 14 tourism zones. The government is committed for a five-year period to providing a total of $4-million annually in matched funds to zones and operators.

By the end of the fiscal year, about $335,000 in Team Tourism funding was approved for projects involving both the zones and private operators. As well, a "kickstart" program was allocated $2 million in Alberta Lotteries funding for development of a zone marketing plan, a modular video library, zone lure brochures, zone banners, table skirts and a series of radio vignettes. In addition, hardware and software computer packages were designed to facilitate administration of the Team Tourism Program.

Funded by Alberta Lotteries, Team Tourism is administered by Alberta Tourism and the Tourism Industry Association of Alberta.

Advertising Branch

The Advertising Branch of the Marketing Division was formally established as part of the departmental reorganization. Responsibility for advertising was previously held by the general Communications Branch. The function of the Advertising Branch is to develop strategically sound but innovative and memorable advertising and direct marketing programs.

"Alberta, in all her majesty" Campaign

Advertising objectives for 1988-89 focused on developing consumer awareness and interest in Alberta as an attractive destination for leisure and business travel in line with long-term strategic direction initiated during the Calgary Olympics. Advertising material highlighted the "Alberta, in all her majesty" theme throughout the Pacific U.S. and Ontario markets. Two major campaigns carried this theme – one aimed at attracting summer vacationers, the other geared towards positioning Alberta as an inviting winter/ski destination. Direct consumer responses to the spring 1989 advertising campaign alone, topped 90,000.

Advertising Co-ops

In addition to North American advertising programs, the Advertising Branch co-ordinated Alberta Tourism's participation in three major advertising co-ops: Alberta/Montana, Canada's West Japan and Canada's West U.K. Major partners in these programs included Tourism Canada, Canadian Airlines and Air Canada.

Sales and Promotion Branch

The Sales and Promotion Branch maintained its successful profile as an integral part of Alberta Tourism's marketing activities. With a view to promoting the province to visitors as a superb, four-season destination for pleasure-based travel, the Branch carried out extensive sales promotion activities.

Staff reorganization within the Branch reflected a shift in market focus sparked by the 1988 Winter Olympic Games. To take advantage of global media exposure arising from this major event, new emphasis was placed on efforts to increase consumer awareness and interest across broader geographic fronts. Product-specific marketing activities shifted to an approach featuring a stronger regional thrust.

Promotional opportunities relating to major events influenced many Branch activities including increased emphasis on media programs to highlight the 1988 Winter Olympic Games. The international profile of the Games provided Alberta with a strategic window of opportunity for capturing the interest of the media, travel trade and consumer.

Visit Alberta Program

Visit Alberta Program staff developed and conducted destination familiarization and site inspection tours for media and travel industry representatives. The unit also worked in conjunction with Alberta's private sector, planning and operating consumer travel shows in various markets.

During the fiscal year, program staff planned and participated in 23 destination tours and site visits, 20 Alberta and market area consumer shows and 10 presentations for the public and travel industry members.

Travel Trade Marketplaces

Alberta Tourism maintained a presence in major markets through attendance at the following marketplaces:

- World Travel Mart – December 1988, London, England
- Rendez-Vous Canada – 1988, Halifax
- American Bus Association – December 1988, Indianapolis
- National Tour Association – November 1988, Kansas
- Ontario Motorcoach Association – November 1988, Toronto
- Tour Canada – October 1988, Regina
- Tourism Canada – Various product launch programs
- Ski Group – April-June 1988, assorted U.S. cities
- Delta Ski Picnics – August 1988, southern U.S. cities

Alberta Tourism maintained its presence in developmental markets through appearances at a number of major travel trade shows. Attendance at the following shows stimulated the interest of the lucrative Pacific Rim marketplace:

- Pacific Asia Travel Show – April 1988, Melbourne and Adelaide, Australia
- Intertour Expo '89 – February 1989, Hong Kong
- World Travel Fair '88 – December 1988, Tokyo

Consumer Travel Shows

Alberta Tourism maintained a strong presence at several major consumer travel shows. Events included consumer sports shows in Minneapolis, Dallas, Toronto, Los Angeles, Chicago and Germany.

Special Projects

The "Spirit of Alberta" Caravan concluded its cross-country trek entailing most of the U.S. and Canada. As a mobile display highlighting the Alberta vacation experience, the project was designed to build awareness of the province as a tourist destination. During the 13-month tour, Caravan staff successfully greeted 150,000 potential Alberta visitors.

The project was funded through the Canada/Alberta Tourism Agreement.

"Take an Alberta Break" Program

During the fiscal year, the "Take an Alberta Break" campaign continued to promote in-province travel which is Alberta's largest source of tourism revenue. The program was launched in June 1986 by Alberta Tourism in partnership with the Tourism Industry Association of Alberta.

In its third year of publication, the "Great Alberta Breaks" tabloid continued to be an important component of the campaign. Produced four times per year and distributed province-wide, the publication was designed to provide Albertans with information to help them plan more frequent Alberta breaks. The project is the largest ever undertaken by the department in terms of literature production and distribution. "Great Alberta Breaks" was featured on most newsstand shelves in the province.

Special "Great Alberta Breaks" tabloids were designed and directly targeted to Saskatchewan and Montana residents who frequently visit Alberta and have expressed interest in receiving additional information about the province.

Upbeat, year-round multi-media advertising programs also promoted the "Take an Alberta Break" message to Alberta, Saskatchewan and Montana residents. As well, media from all three areas were encouraged to play greater roles as travel influencers through a co-ordinated program of familiarization tours, story and photography mailouts, radio reports and "Great Breaks" trivia fillers. The program's financial reach was further enhanced through unique and exciting promotional activities.

Research results indicate the "Take an Alberta Break" campaign has been extremely successful. Statistics show Albertans have been travelling more frequently within the province and visiting more new places. In 1988, the program bolstered tourist spending by $110,575,608.

Study results from late 1988 indicated the "Take an Alberta Break" campaign generated projected incremental tourism expenditures of $17,561,482 from Saskatchewan residents and $10,459,887 from Montana citizens.

Meetings Marketing/ International Liaison Branch

The Meetings Marketing Branch was expanded in 1988-89 to include responsibility for international liaison activities, carried out by the former Leisure Marketing Branch. As a result of this change, the Branch co-ordinated the delivery of Alberta Tourism's integrated marketing plan to Alberta field offices, other provincial and federal departments, the private sector and potential tourism clientele.

Meetings Marketing/International Liaison Branch also continued to promote Alberta as a meeting and convention destination. Working in partnership with the Alberta meetings industry, the Branch heightened awareness of Alberta to attract more conferences, congresses, meetings and conventions to the province's tourism venues and convention facilities. In addition, the Branch continued to help develop programs and influence pre- and post-convention travel.

International Liaison

This Unit co-ordinated the liaison between Alberta Tourism, its foreign offices and other government departments in an effort to increase provincial tourism revenue.

Alberta Tourism foreign offices are located in London, Tokyo and Los Angeles while contract offices are situated in New York, Chicago, Washington and Geneva.

International Office Activities

Alberta Tourism's Los Angeles office continued to service its key markets of California, Arizona and Nevada.

A highlight of this fiscal year was introduction of the Alberta Seniors Host Program featuring Alberta senior citizens marketing the province's tourism assets to U.S. retirement communities.

The office also capitalized on Alberta's Winter Olympic Games publicity through participating in major mall promotions and travel shows. A portable display of Mount Allan helped advertise Alberta's winter products while a dinosaur display promoted the province as a year-round destination.

In England, the London office continued to service the U.K. and European market with a variety of services provided to the consumer, media and trade partners. It also co-ordinated assorted marketing activities including World Travel Market, Atelier Canada-Paris, Tour-Amsterdam and Canada's West Marketplace.

The Tokyo office strengthened Alberta's tourism market position by building on Japan's positive awareness of Alberta as a friendly and hospitable world-class destination.

The offices in Washington, New York, Chicago and Geneva also continued positioning Alberta as a prime location for meetings and conventions.

Meetings Marketing Strategies

During 1988-89, Meetings Marketing continued to build upon the unique Alberta Meetings Marketing Team (A.M.M.T.) strategy, designed to achieve the highest possible level of awareness in new and existing markets. Members include representatives from Alberta Tourism, Edmonton Convention and Tourism Authority, Calgary Tourist and Convention Bureau, Edmonton Convention Centre and Calgary Convention Centre.

A computerized lead development and distribution program is an integral thrust of this marketing strategy. Currently, 3,300 profiles of potential meetings clients are contained in the data bank. Updating and distributing this information provides accurate sources of lead information to the A.M.M.T. partners and Alberta's meetings industry members.

Site Visitation Program

Numerous site visits and inspections were held in conjunction with the province's meeting industry to showcase Alberta as a potential meeting and convention destination. In total, 102 association executives, corporate meeting planners and incentive buyers from key target markets in Canada, the U.S.A. and overseas participated in visitations which led to a high percentage of bookings.

A.S.A.E./C.S.A.E. Site Visit

In August, 1988, 5,000 high-profile members of the American Society of Association Executives (A.S.A.E.) and the Canadian Society of Association Executives (C.S.A.E.) met in Toronto for their first-ever joint annual general meeting. In the months prior to the conference, Meetings Marketing embarked on a direct-mail campaign targeted at 1,200 carefully selected association executives. Conference delegates received direct exposure to Alberta and were invited to participate in a post-meeting visit to the province. This undertaking proved to be the pinnacle of Meetings Marketing's push in 1988-89 to maximize awareness of Alberta. A total of 35 high-profile association executives participated in the site visitation, which resulted in a high percentage of promising leads and confirmed bookings.

Special Promotions

In addition to participating in key U.S. trade shows and marketplaces, Meetings Marketing staff also organized a host of special promotions to enhance awareness of Alberta as a meetings destination.

During 1988, about 150 New York area association executives were brought together for a promotion hosted by Meetings Marketing, Tourism Canada and the Alberta Meetings Marketing Team partners. This event, which was the first held by Meetings Marketing's New York representative, greatly increased awareness of Alberta as a meeting and convention destination.

In addition, Meetings Marketing in May 1988 co-ordinated two major European promotions directed at international associations and corporate and incentive group travel planners.

Counselling

Assistance was provided in all aspects of the meetings and conventions business, including delegate attendance, promotions, bid presentations, host committee formation and industry liaison.

Meetings Marketing Promotional Support

Meetings Marketing in 1988-89 completed production of three new pieces of promotional literature.

The meeting planner lure is a new brochure designed to inform conference planners of Alberta's appeal as a meeting destination. Meetings Marketing also published a full-color tabloid for distribution at trade shows and promotions. In addition, the Branch printed an updated multi-purpose convention shell which is provided free of charge to meeting planners who are responsible for overprinting conference information. All three publications have a role in promoting Alberta as a prime meeting and convention destination.

As well, Meetings Marketing produced a modular display incorporating large screen panel photos depicting Calgary, Edmonton and Alberta's Rocky Mountains. The large sections can be used together as an all-Alberta promotional vehicle or separately for convention bids and building conference attendance.

Opportunity Marketing Branch

The Opportunity Marketing Branch is a newly created component of the restructured Marketing Division.

Following strategic guidelines and directions, the Branch will identify and co-ordinate with other Department areas to implement special marketing activities which will significantly increase awareness of the Alberta destination.

Current programming includes planning and developing the following events: Pacific Asia Travel Association (P.A.T.A.) Travel Mart, April 1990, Edmonton; Alliance of Canadian Travel Associations (A.C.T.A.) Convention, April 1990, Edmonton and Rendez-vous Canada Convention, May 1990, Calgary.

Vacation Planning Branch

The Vacation Planning Branch operated Travel Information centres at major entry points to the province, a toll-free travel product information service accessible across continental North America and a travel literature distribution program for key tourism outlets in all major markets.

Vacation Counselling

Pre-trip planning services are provided through a network of 25 toll-free telephone lines serving Edmonton, Alberta, Canada and the United States.

During the fiscal year, vacation counselling staff served 8,300 walk-in visitors and handled 167,000 telephone requests for personal vacation counselling. In addition, the Unit received 40,000 written requests for information and mailed out 245,075 pieces of travel literature.

Travel Information Centres

A network of 10 Travel Information Centres located on Alberta's border points and at strategic highway decision points provided on-site vacation planning services. The centres, staffed by four permanent and 37 seasonal employees, provided service to 156,000 visitors during the fiscal year.

Public Relations Branch

The Department's reorganization strategy involved creation of the Public Relations Branch, responsible for meeting the Marketing Division's diverse communications needs.

The Branch was established as a result of a new structure which split the existing general Communications Branch into more specialized areas serving specific divisions within the Department. Prior to this re-organization, staff participated in all aspects of communications. Activities included preparation of news releases, feature stories and speeches, along with co-ordination of marketing and advertising campaigns. Additional duties included overseeing all print, graphic design and audio-visual requirements of the Department.

When the new Branch began operation late in the fiscal year, it was divided into three units geared towards providing support materials, media relations and events-marketing services. It focused on designing and executing a range of public relations activities aimed at the Marketing Division's various audiences.

Literature and Film Production

The Branch's ongoing literature production and distribution program included Alberta Vacation Planners for the summer and winter tourist seasons, the Alberta Adventure Guide, the Alberta Touring Guide, road maps and additional marketing tools such as brochure shells, posters and kit covers.

Media Services Centre

During 1988-89, the U.S. Media Service Centre operated a pro-active sales campaign for media coverage of Alberta destinations. A toll-free line gave U.S. media direct access to material related to Alberta tourist attractions and highlights. A series of Alberta destination visits were also conducted for electronic and print media to increase U.S. coverage.

Photo/Film Library

The Public Relations Branch is responsible for the Alberta Tourism Photo/Film Library which maintains, produces and distributes photographic and audio-visual material for government departments, the media and tourism-related industries.

Office of the Commissioner General for Trade and Tourism

The Office of the Commissioner General for Trade and Tourism promotes and enhances the potential of trade and tourism for the province of Alberta.

The Commissioner General's Office supports the Minister of Economic Development and Trade and the Minister of Tourism by participating in trade missions, identifying export sales opportunities, providing counsel on international business practices, identifying market opportunities and by promoting the province as a tourist destination in Germany, Austria, Switzerland, Italy, South America, Australia and New Zealand.

During the fiscal year, the Office successfully continued promoting tourism from the assigned areas and expanded its contact network of wholesalers and other tourism-related offices from 147 to 218. Monthly contacts with more than 500 journalists increased publicity of Alberta in German speaking countries by more than 800 per cent. As well, the Videotext Service for travel agents was expanded from 3,000 to 4,800 terminals. Familiarization tours of Alberta were organized for 77 European wholesalers/travel agents and 16 journalists.

Alberta Tourism Education Council

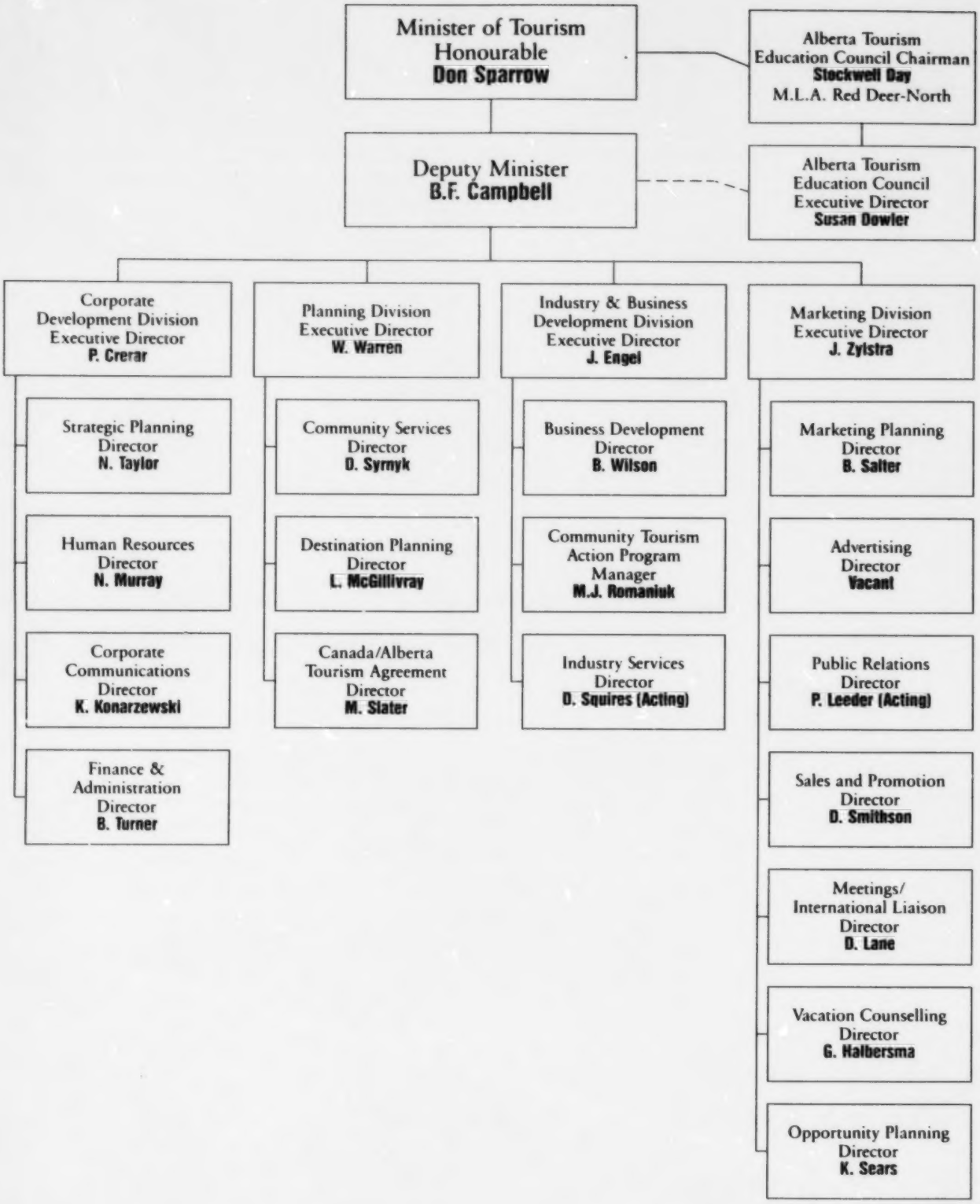
The Alberta Tourism Education Council was created in April 1987, with the assistance of Alberta Tourism, the tourism and hospitality industry and the province's post-secondary education community.

The Council's role is to stimulate and integrate the resources of government, industry and education to meet the training needs of Alberta's tourism and hospitality industry. By developing a skilled and motivated tourism labor force, the Council seeks to generate an enhanced hospitality image of Alberta as a world-class tourist destination.

In the past year, the Alberta Tourism Education Council has worked with Alberta Tourism, Alberta Career Development and Employment, Alberta Advanced Education, industry groups and the educational community to develop competency-based standards and certification examinations for a wide range of tourism and hospitality industry occupations. Other activities included enhancing the Council's Hospitality Resource Centre, promoting tourism career opportunities and industry liaison.

Appendix

Organizational Chart



Alberta Tourism Statement of Expenditures

For the year ended March 31, 1989

1988-89	Estimate	Approved Transfers and Special Warrants	Total Authorized Funds	Expenditure Actual 1988-89	Expenditure Actual 1987-88
Vote 1					
Departmental Support Services	**$ 4,401,510**	**$ 117,200**	**$ 4,518,710**	**$ 4,505,394**	**$ 5,003,475**
Vote 2					
Tourism Planning, Development and Marketing					
Planning	$ 1,076,050	$ 228,560	$ 1,304,610	$ 1,302,915	$ 1,075,743
Industry & Business Development	2,951,240	1,739,000	4,690,240	4,556,898	2,059,836
Marketing	14,495,530	1,205,240	15,700,770	15,353,188	14,437,898
Canada/Alberta Tourism Agreement	10,404,600	(2,315,000)	8,089,600	6,654,367	10,777,324
Total Vote 2	**$28,927,420**	**$ 857,800**	**$29,785,220**	**$27,867,368**	**$28,350,801**
Vote 3					
Tourism Education and Training	**$ 175,000**	**$ 215,000**	**$ 390,000**	**$ 356,109**	**$ 137,492**
Department Total	**$33,503,930**	**$1,190,000**	**$34,693,930**	**$32,728,871**	**$33,571,768**

Statement reflects Department reorganization which took place in 1988/89.
UNAUDITED.

Alberta Tourism Statement of Expenditures

For the year ended March 31, 1989

1988-89	Estimate	Approved Transfers and Special Warrants	Total Authorized Funds	Expenditure Actual 1988-89	Expenditure Actual 1987-88
Vote 1					
Departmental Support Services					
Minister's Office	$ 266,080	$ 31,400	$ 297,480	$ 238,844	$ 240,848
Deputy Minister's Office	243,580	20,000	263,580	306,891	318,180
Corporate Development	1,628,530	(28,360)	1,600,170	1,563,430	1,380,800
Finance and Administration	2,263,320	94,160	2,357,480	2,396,229	3,143,647
Total Vote 1	**$ 4,401,510**	**$ 117,200**	**$ 4,518,710**	**$ 4,505,394**	**$ 5,083,475**
Vote 2					
Tourism Planning, Development and Marketing					
Planning					
Executive Director's Office	$ 218,530	$ 18,560	$ 237,090	$ 177,422	$ 170,657
Destination Planning	521,430	210,000	731,430	717,194	453,774
Community Services	336,090	—	336,090	408,299	451,312
Generator Planning	—	—	—	—	—
Total	**$ 1,076,050**	**$ 228,560**	**$ 1,304,610**	**$ 1,302,915**	**$ 1,075,743**
Industry and Business Development					
Executive Director's Office	$ 130,400	$ —	$ 130,400	$ 92,522	$ —
Business Growth & Investment	932,340	1,537,729	2,470,069	2,763,683	908,499
Community Tourism Action Program - Admin	407,000	(78,000)	329,000	245,123	—
Regional Generator Program	—	—	—	—	—
Industry Organization & Development	865,000	—	865,000	961,697	646,042
Industry Services Delivery	616,500	279,271	895,771	493,873	505,295
Total	**$ 2,951,240**	**$ 1,738,000**	**$ 4,690,240**	**$ 4,556,898**	**$ 2,059,836**
Marketing					
Executive Director's Office	$ 702,030	$ 111,940	$ 813,970	$ 680,597	$ 1,281,281
Marketing Planning	498,100	—	498,100	545,008	483,250
Team Tourism Administration	—	225,000	225,000	126,927	—
Meeting/International Liaison	1,460,100	(23,330)	1,436,770	2,230,986	1,311,780
Sales & Promotion	2,141,700	894,150	3,035,850	4,191,358	2,145,980
Vacation Planning	1,155,420	(77,520)	1,077,900	1,164,224	1,127,057
Advertising	6,284,310	—	6,284,310	5,476,422	6,362,350
Public Relations	2,103,870	—	2,103,870	712,666	1,569,600
Commissioner General for Trade & Tourism	150,000	75,000	225,000	225,000	156,600
Total	**$14,485,530**	**$ 1,285,240**	**$15,700,770**	**$15,353,188**	**$14,437,898**
Canada/Alberta Tourism Agreement					
Administrative Support	$ 387,300	$ 140,800	$ 528,100	$ 418,528	$ 336,978
Facility & Product Development	5,900,000	(2,875,060)	3,024,940	2,164,373	5,690,780
Alpine Ski Facility Development	780,000	—	780,000	1,072,203	1,361,738
Market Development	2,380,000	525,060	2,905,060	2,367,482	2,512,278
Training & Professional Development	—	—	—	—	—
Industry & Community Support	352,300	(37,300)	315,000	177,048	312,265
Analysis & Evaluation	605,000	(68,500)	536,500	454,733	563,285
Total	**$10,404,600**	**$(2,315,000)**	**$ 8,089,600**	**$ 6,654,367**	**$10,777,324**
Total Vote 2	**$28,927,420**	**$ 857,800**	**$29,785,220**	**$27,867,368**	**$28,350,801**
Vote 3					
Tourism Education and Training					
Tourism Education Council Operations	$ 175,000	$ 215,000	$ 390,000	$ 356,109	$ 137,492
Standards Development	—	—	—	—	—
Attitude and Awareness Training	—	—	—	—	—
Employee Certification	—	—	—	—	—
Total Vote 3	**$ 175,000**	**$ 215,000**	**$ 390,000**	**$ 356,109**	**$ 137,492**
Department Total	**$33,583,030**	**$ 1,190,000**	**$34,883,030**	**$32,728,871**	**$33,571,788**

Statement reflects Department reorganization which took place in 1988/89.
UNAUDITED.